



KORN FERRY

Confidential Position Specification

Los Angeles County Sheriff's Department
Assistant Sheriff - Chief Financial and Administrative Officer



JIM MCDONNELL, SHERIFF

CONFIDENTIAL POSITION SPECIFICATION

Position	Assistant Sheriff - Chief Financial and Administrative Officer
Organization	Los Angeles County Sheriff's Department
Reports to	Sheriff Jim McDonnell
Website	www.lasd.org

THE OPPORTUNITY

The Los Angeles County Sheriff's Department is seeking a Chief Financial and Administrative Officer to report to Sheriff Jim McDonnell and serve as a key member of the leadership team.

ABOUT THE DEPARTMENT

The Los Angeles County Sheriff's Department (LASD) is the largest sheriff's department in the United States with a staff of over 18,000 sworn and civilian personnel and an annual budget of \$3.3 billion. The Sheriff's Department is the principal law enforcement agency for 42 contract cities and 130 unincorporated communities in Los Angeles County. Covering an area of 4,000 square miles, LASD provides law enforcement services to over 10 million residents of Los Angeles County. The Department operates 23 patrol stations and provides law enforcement services and security for 48 Superior Court facilities, 9 community colleges, and the Metropolitan Transportation Authority.

The Department is also responsible for operating and maintaining the largest jail system in the United States, providing incarceration for all of Los Angeles County. LASD secures approximately 18,000 inmates daily in 7 custody facilities which includes providing food and medical treatment.

Since taking the oath of office on December 1, 2014, Sheriff McDonnell has reinforced LASD's values of integrity, ethics, accountability, transparency and continuous improvement. He has instituted a culture of innovation, encouraging his colleagues to assess areas that might warrant new thinking: one such example is the Department's innovative decision to recruit a civilian to oversee all financial and administrative matters. Among the Department's other accomplishments in the past year are a new multi-agency human trafficking task force, a partnership with federal officials to combat crime in Compton, the certification of the department's crime lab and the hiring of nearly 650 new deputies in an effort to address a severe shortage of sworn personnel caused in part by the federal mandate to improve conditions in the jails.

Learn more about LASD at www.la-sheriff.org/s2/page_render.aspx?pagename=org_about.

KEY RESPONSIBILITIES

The Chief Financial and Administrative Officer reports directly to the Sheriff and provides strategic and operational leadership to Finance, Technology, Personnel, and Administration.

The incumbent will oversee approximately 2,000 employees across the following functional areas: financial programs, fiscal administration, facilities services and planning, labor relations and compliance, employee services, contract law enforcement, information systems, property management, lease negotiations, psychological services and other administrative functions.

Specific responsibilities include:

- Fosters an atmosphere of innovation in order to challenge the organization to think creatively, especially as it relates to allocation of resources.
- Assists the Sheriff in formulating, implementing and evaluating the Department's strategic plan; aids the Sheriff in directing, managing and administering the Department's operations.
- Directs the development, implementation and operation of all fiscal program areas to ensure maximum revenue reimbursement and utilization, while maintaining compliance with applicable local, state and federal regulations as well as County and departmental guidelines.
- Participates in the development and administration of the Department's budget; directs fund forecasting for staffing, equipment, material and supply needs; reviews recommended programs given the highest priority for consideration by the Chief Executive Office and approves programs on behalf of the Sheriff.
- Develops and implements policies, programs, operating procedures and practices for the financial, accounting, auditing, procurement, materials management, personnel and business management functions, which utilize the Department's financial resources as efficiently as possible, and effectively manages operating costs. Ensures all budgets remain at or below established targets.
- Provides expert advice on financial matters to internal and external stakeholders; delivers direction to the Division Directors and other senior managers within the Department.
- Recommends the adoption, amendment and enactment of County ordinances, resolutions and regulations, federal and state statutes, and the County Charter to administer the Department in an effective, efficient and fiscally responsible manner.
- Develops short-term goals and long range objectives directing the activities of divisions and bureaus to achieve goals.
- Promotes the use of KPIs and metrics to evaluate performance, monitor efficiencies and make decisions; assists in efforts to improve operations and streamline work processes.
- Reviews technology needs; drives the creation of a technology roadmap and strategic plan.
- Assists with the expansion planning and/or reorganization of Department operations; initiates cost studies of recommended operations; oversees the preparation of instructions for implementation to maximize efficiency and reduce costs.
- Establishes and maintains relationship with the public, community groups, professional organizations, elected officials and other County departments.
- Provides reports and information to the Board of Supervisors regarding departmental accomplishments or as directed.

- Resolves operational and management issues, makes decisions that include multiple perspectives and solves underlying challenges.
- Coaches, mentors and develops staff. Champions continuous improvement, including devising new strategies and new opportunities. Establishes performance expectations and standards for all levels of staff to achieve or exceed performance metrics and prepare them for the future.

YEAR ONE CRITICAL SUCCESS FACTORS

The following critical success factors are the most critical to accomplish in year one to ensure success:

- Develop a deep understanding of the Department's operations, strategy and vision for the future to ensure that the financial and administrative functions are aligned with the organization's overall mission and goals.
- Identify and evaluate creative opportunities in which the Department can reallocate resources, increase revenue or make additional investments in key priorities that support its mission.
- Maintain a balanced budget throughout the year to mitigate year-end restrictions.
- Communicate improvements and convey an attitude of resourcefulness to the Board of Supervisors and other stakeholders.
- Instill trust and build credibility.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

Minimum Qualifications:

- Ten years of progressively responsible management experience, including five years in a highly responsible management capacity* with responsibility for directing a major segment of a large and complex public services (or private sector) operation such as financial programs, fiscal administration, human resources, contract law enforcement or information technology.
- Such experience must have included providing administrative direction over business operations and supervisory responsibility for the technical direction of personnel.
- Commitment to the highest ethical standards.
- Established reputation and credibility in strategic planning and financial management; demonstrated knowledge of best practices.
- Ability to operate effectively in a public sector organization and culture, including collaboration with a variety of stakeholders at all levels inside and outside the Department.

Preferred Qualifications:

- Five years of experience providing financial advice to executive-level managers and making and/or negotiating fiscal and revenue-related decisions.
- Status as a Certified Public Accountant.
- Demonstrated skills and ability to develop long-term strategic goals and objectives for a large public sector organization.
- Proactive team player who is able to work effectively as part of an executive management team, with the ability to manage multiple high-level managers and coordinate operations to achieve departmental goals.
- Excellent analytical and organizational skills.
- Ability to analyze financial data and prepare financial reports, statements and projects.
- Skilled at facilitating open and constructive dialogue.
- A creative and entrepreneurial approach.
- Energy and enthusiasm for new ideas.

*Highly responsible management experience is defined as experience directing the activities of a major bureau within an organization, including the development of procedures, budget preparation, the direction of supervisory employees and participation in policy formulation. In the Sheriff's Department, highly responsible management positions are designated as Director, Bureau Operations, Sheriff or higher.

EDUCATION

A master's degree or higher from an accredited college or university in Finance, Accounting, Business, Public Administration or a closely related field is preferred. A bachelor's degree in Finance, Accounting, Business, Public Administration or a closely related field is required.

COMPENSATION

The Los Angeles County Sheriff's Department offers a competitive compensation and benefits package.

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